



FIELD-Support LWA

Quarterly Report October - December 2012

The Financial Integration, Economic Leveraging, Broad-Based Dissemination Leader with Associates
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1 Introduction

FIELD-Support is a Leader with Associates (LWA) Cooperative Agreement between the Office of Microenterprise Development in USAID (EGAT/PR/MD) and FHI 360. FIELD-Support encompasses both a core **Leader** award and a mechanism for USAID Missions to issue **Associate Awards**. Since its inception, the LWA has grown to include a portfolio with a total value of nearly \$307 million, which includes both the Leader cooperative agreement (\$19.7 million over eight years), and 19 Associate Awards to date.

The purpose of the Leader award is to advance the frontiers of practical knowledge in relation to microfinance, microenterprise development, and sustainable rural livelihoods, working in close collaboration with the USAID/Micro-enterprise and Private Enterprise Promotion (MPEP) Office in Washington DC, USAID Missions and Operating Units, and the broader community of development practitioners. FIELD-Support Associate Awards are designed by the consortium in close collaboration with the awarding USAID Missions and Operating Units and are designed to serve USAID's broader economic growth and microenterprise development objectives. (See Section 2.1 and 2.2 for updates on ongoing Leader-funded Partner implemented activities, Section 2.3 on the development of new Associate Awards, and Section 3 for brief updates on each of the current Associate Awards)

As described in Section 2 below, the Leader award includes activities that seed innovation, demonstrate better practices, document results, and disseminate findings that advance the global state-of-the-practice. These are in the form of **Leader Activities**, **Strategic Learning Initiatives (SLIs)** and **Design/Assessments** for USAID Missions and Operating Units, See Annexes A, B, and C for an overview of all of FIELD-Support's current Leader activities, SLIs, and Associate Awards, respectively.

At a Glance:

Since its launch in 2005, FIELD-Support has:

- Developed and managed nearly **\$307 million** in 19 Mission- and USAID Operating Unit-funded Associate Awards (AA);
- Funded FIELD-Support partners to **implement 20 leader activities** and **10 Strategic Learning Initiatives (SLIs)** to advance USAID Strategic objectives and explore innovative areas of microfinance and microenterprise development;
- Launched **9 PRIME-funded field assessments** for USAID Missions, assisting in the design of new programs; and
- Established a knowledge management strategy that enhances FIELD-Support learning through internal communications and more than 150 events and publications;

2 Leader Activities

The Leader staff at FHI 360 continues to lead knowledge management activities across the FIELD-Support portfolio, as described further below, and monitor progress of FIELD-Support activities, providing technical support when needed, reviewing and processing payments, and ensuring contractual and financial compliance, as well as identifying new activities and working with partner implementation teams on designing new projects. Throughout, FIELD-Support management has provided oversight for all Leader activities and Associate Awards that were implemented by the consortium members, contributing to their technical design, implementation, and monitoring quality. Other team members coordinate day-to-day communications with the Core and Resource organizations and assist with the administration of this complex contractual mechanism.

Since the beginning of the program in 2005, the FIELD-Support Leader has supported the implementation of 20 leader activities plus 10 SLIs. In addition, each of the nine core members of the consortium has used core management funds to support FIELD-Support related activities. The Leader Activities and SLIs that are still currently being implemented are discussed in Sections 2.1 and 2.2 below.

2.1 Leader Activities

A. IPA: Graduating the Poorest into Microfinance Evaluation *(August 2009 – August 2013)*

The Evaluation activity led by Innovations for Poverty Action (IPA) in Ethiopia is testing the effectiveness of a methodology for graduating the most vulnerable households in Ethiopia out of extreme poverty. The supported households who are being monitored will be members of Ethiopia's National Productive Safety Net Program (PSNP), a country-wide program aimed at reducing food insecurity. Focusing on households who are not benefitting either from the Ethiopian government-led package program or the government direct support program, selection is managed by The Relief Society of Tigray (REST) and IPA, and based in part on those who are considered to be amongst the poorest but also on who have the potential to engage in economic activities.

Progress Highlights

- IPA identified and trained a team of 22 enumerators, 2 auditors, 4 team supervisors and 1 field manager.
- To date, IPA has resurveyed 915 of 925 households from the baseline survey.

IPA completed endline data collection in August using a team of 22 enumerators with netbooks programmed with a detailed household survey. Data cleaning was completed in August and data analysis started. A data programmer was brought onto the project to do more advanced econometric analysis such as controlling for baseline characteristics and village-level fixed effects. The programmer identified errors by the program partner in treating control households, though the number was small and will not jeopardize the project.

IPA completed endline data collection in August and has been completing data cleaning and analysis. Impacts have been measured on a large number of variables and aggregated into totals.

Learning and Dissemination:

Nathanael Goldberg presented preliminary results from the graduation pilot at two important industry events: the SEEP conference in November and USAID's microfinance evidence summit in December. For SEEP, IPA worked with FHI 360 to organize a panel on graduation pilots and brought in the executive director of REST, Teklewoini Assefa, and Gauthier Dieudonne from Fonkoze, Haiti. The panel was moderated by Tilman Ehrbeck, CEO of CGAP. The findings were further refined for presentation in December.

Next Steps:

In the next quarter IPA will finalize data analysis and the endline report, as well as a brief on the graduation pilots and social protection.

B. World Vision: Value Chain Development Guide for Very Poor Households *(June 2011 – August 2013)*

The goal of the Reaching Vulnerable Households through Value Chain Development Guide is “to develop a guide that provides methodologies to improve the down reach of enterprise development programming using the value chain development approach.” Particular focus is on strengthening informal and formal producer groups and facilitating market linkages with the private sector.

- Project outcome: to have greater market engagement for very poor households through market development activities.
- Project objective: to advance the state of value chain development tools for down reach to very poor households using an evidence-based approach through the development of a guide.

The Integrating Very Poor Producers into Value Chains Field Guide (Field Guide) was posted on Microlinks (accessible at <http://microlinks.kdid.org/integrating-very-poor-producers-value-chains-field-guide>) and has been distributed at all workshops and events.

The Coordinating Committee met three times this quarter in October, November, and December to organize and discuss further distribution strategies. The Integrating Very Poor Producers into Value Chains Pocket Guide (Pocket Guide) has been translated into French and Spanish languages which are being disseminated through workshops and through a Dropbox account, thus facilitating the further dissemination of the Field Guide and its accompanying materials.

Learning and Dissemination:

Dissemination has also occurred within World Vision, including strategizing on how to best circulate the Field Guide. This includes development of an online survey for workshop participants and users of the Field Guide to determine the most effective means of guide dissemination. This survey will also be utilized as a research tool to assist in measuring the implication of the Field Guide by users.

During the last quarter, dissemination of the Field Guide occurred in a number of ways with encouraging results.

- **November 20, 2012:** The first in a series of SEEP Network-hosted webinars was held and attended by 35 individuals. The webinar was promoted in collaboration with the Market Facilitation Initiative (MaFI) and Strengthening the Economic Potential of the Ultra Poor (STEP UP) working groups of SEEP, as well as FHI 360. The final two SEEP webinars of this three-part series will be held on February 21, 2013 and May 16, 2013.
- **November 28, 2012:** The USAID Brown Bag Lunch on November 28 was also very well attended with 41 individuals. An extensive PowerPoint presentation was developed for this event that can be utilized to further provide information to interested parties. Furthermore, the Haitian Ministry of Agriculture has requested training, which provides an opportunity for further dissemination of the Field Guide within the local governmental context.
- **December 3-6, 2012:** The Field Guide has been translated into French and was used during the December 3-6 workshop in Haiti led by Dan Norell. The translated Field Guide and Pocket Guide will allow for the opportunity to increase the capacity of French and Spanish speaking Field Practitioners to read, understand, and implement the Field Guide.
- **SEEP Network Website:** MaFI posted a copy of the Field Guide on its website. (<http://www.seepnetwork.org/mafi--the-market-facilitation-initiative--pages-10037.php>)
- **Microlinks Website:** Another achievement in increasing the scope of the Field Guide’s audience occurred when the Connections Newsletter posted an article pertaining to the Field Guide in October (accessible at <http://microlinks.kdid.org/learning-marketplace/connections>). This article received the largest number of hits out of any other story during the month. This indicates that not only were there opportunities to increase awareness of and access to the Field Guide, but that industry acceptance has taken place as well.

Next Steps:

In this upcoming quarter, the goal is to increase dissemination of the foreign language Field Guides. Dissemination efforts include:

- Two regional training sessions are scheduled to occur in Ghana (March 13-15, 2013) and Malawi (April 24-26, 2013) during this quarter.
- World Vision will continue to engage with SEEP MaFI and STEP UP. As mentioned previously, the remaining two webinars hosted in conjunction with MaFI, STEP UP, and FHI 360 will take place on February 21 and May 16. These webinars will focus on innovative strategies for integrating the very poor into value changes through vertical and horizontal linkages respectively.
- Given the existing partnership with Microlinks, we would like to hold a small series of two or three webinars pertaining to various aspects of the Field Guide.
- Additionally, we would like to have an E-consultation on Microlinks, which would provide an HTML-based resource for Field Guide users to share their experiences. Both of these goals are in the initial phases, so challenges could arise. While it has not yet been scheduled, we believe that a presentation at a Microlinks breakfast seminar would also be useful in disseminating and building support for the Field Guide.

World Vision aims to complete the production of a promotional video in conjunction with FHI 360. This video will provide a brief introduction into the Field Guide and Pocket Guide and seeks to encourage field workers to download and utilize the Guide. A series of videos will also be created to act as additional training tools for the Field Guide. Each video will consist of a short segment aimed at increasing user understanding of the Field Guide's implementation. A draft short introductory video has already been done by FHI 360.

C. SEEP Network: Learning Network for Housing IGP Recipients

In 2009, USAID awarded three new Implementation Grant Programs (IGPs) to promote housing microfinance for poor households. As a part of the program, the grantees are testing different models of financing and assisting housing improvements and micro-mortgages. The objective of these IGPs, funded separately from the FIELD-Support LWA, is to allow grantees to develop and implement viable business models and roll out products to a greater number of clients, and to document and share their learning with the program and the industry. Such approaches aim to support improved standards of living as well as asset creation for poor households, while being commercially viable for microfinance institutions.

The Housing IGP Learning Network, facilitated by SEEP, is focused on ensuring high quality outcomes with respect to the learning processes of grantees along with the creation of highly relevant learning products for wide scale dissemination.

In this quarter the focus of the IGP Learning Network was to continue the discussions and dialogues that began during the peer-learning workshop held in July 2012. The IGP partner teams shared some lessons from each of their projects and also tested a simple product-costing tool. SEEP and the facilitator also discussed the idea of creating short video interviews with each of the teams to profile the project and share some of the initial lessons learnt. However, due to scheduling issues this will be done in the next quarter. The partners also agreed to continue dialoguing with each other on a regular basis. A follow up call of all partners is scheduled for mid- February 2013.

Next Steps:

While no new tools have yet been created, it is expected that there will be at least four new learning outputs which will consist of three case studies on innovation in housing microfinance as well as a guide on understanding costing and pricing based on different business models. SEEP will also have three video interviews that will profile the key aspects of each project.

D. African Diaspora Marketplace

The African Diaspora Marketplace (ADM) is a business plan competition managed by the FIELD-Support Leader that was designed to support the entrepreneurial spirit and resources of the U.S.-based African Diaspora community to promote economic development in Sub-Saharan Africa by facilitating Diaspora direct investment in viable small and medium enterprises (SMEs). Specifically, ADM is intended to be a catalyst for job creation, income generation, and the delivery of vital goods and services by providing matching grants to African Diaspora members working in partnership with African-based enterprises and/or entrepreneurs. Sponsored by USAID and Western Union Company/Foundation, ADM was launched in response to the Diaspora's significant and growing contribution to Sub-Saharan Africa's development.

During this quarter one of the two remaining ADM grantees, AACE, provided additional information on their implementation of the grant. AACE expanded its customer base to include four new institutional buyers, 50 supermarkets in Lagos, Abuja and Enugu (with the support of local distributors) and the company even has an online presence via – Konga - <http://www.konga.com/products/spice-yaji-suya-slash-barbeque-seasoning>. This diversification has enabled AACE to manage its cash flows. However, payment terms remain poor, as many of the institutional buyers owe for over 120 days. AACE has also diversified its spice offerings from four spices in 2011 to seven varieties in 2012. AACE plans to expand its staff to 15 full-time employees in 2013.

The other remaining grantee, Uza-Mazao, has made an additional change to their original strategy from merely connecting sellers and buyers to facilitate sales (since this did not benefit the farmers as expected - farmers were selling to buyers who were exporters and the prices did not match farmer input effort) to connect sellers directly to buyers abroad. Uza-Mazao Ngambo (sell abroad) where the Uza-Mazao service has direct contact to buyers abroad and they link the farmers to the buyers. This addresses the middleman bottleneck of the exporter. With the change to this model Uza-Mazao Ngambo has gotten orders from Oman for meat, fruits (avocado and mango) honey, beans, cassava flour, nuts (macadamia and cashews).

With this change Raymond has also added support to the farmer at the processing level. For example for macadamia, Uza-Mazao has designed a portable husker and shelling machine. These two machines will be ready to start processing at farm level—and Uza-Mazao will be offering the farmers the processing service and export facilitation. In regard to honey and meat Uza-Mazao has helped to negotiate prices/orders to ensure the orders. Some of the current results are that meat is shipped from Kenya and Tanzania, Honey from Tanzania and Mozambique, cassava flour from Tanzania to Oman. Uza- Mazao Ngambo has agents in Kenya, Tanzania and Oman.

E. Women's Leadership in SMEs (WLSME)

(October 1, 2012 - September 29, 2013)

Under the FIELD-Support, FHI 360 is contributing to the evaluation of the impact of three interventions that are designed to enhance women's leadership and other business indicators in the context of small and medium enterprises. Small and medium enterprises (SME) provide an important source of employment and innovation in developing countries, playing an important role in economic growth and poverty reduction. Worldwide, women are under-represented within the SME sector. Improving the representation of women within the SME sector is important in further promoting economic growth and poverty reduction. Evidence is lacking on what type of program interventions are more likely to lead to creating more female-led SMEs and in helping women grow their businesses. Nor is there evidence on why certain interventions might succeed while others fall short. Based on this context, in 2012, USAID competitively selected three interventions designed to address specific constraints to the development of women's leadership in SMEs and committed to having the interventions' impact rigorously evaluated, part of which is being led by FHI 360.

The WLSME interventions will be carried out in three sites, implemented by three different organizations: CARE (India), GRADE/NeVo (Peru), and ACDI/VOCA (Kyrgyzstan). The organizations and their intervention designs were previously chosen and funded by USAID for implementation. While FHI 360 is contracted to design the entire evaluation for each site, FHI 360 will currently only manage the baseline data collection and analyze the baseline data for each of the 3 sites.

Over the last quarter, FHI 360 identified a principal investigator to oversee the evaluation component of this activity. Dr. Greg Guest is a received an MA in anthropology from the University of Calgary and a PhD in anthropology from the University of Georgia. Over the past 15 years, he has carried out research in academia, the private sector, government, and in the nonprofit sector (FHI 360). Dr. Guest has implemented and managed multidisciplinary projects in various fields of applied research, including human ecology, agricultural development, human-computer interaction, consumer experience, and international health. Dr. Guest is currently a social-behavioral scientist at FHI 360, where he manages multisite, qualitative, and mixed methods research projects related to reproductive health, HIV prevention, and other infectious diseases, and will serve as the Principle Investigator for the WLSME evaluations.

In addition, during the last quarter, FHI 360 participated in the kick-off event of the WLSME activity in Washington DC in November. Once Dr. Guest was identified and approved by USAID, he held individual meetings with each of the implementing partners and has begun discussions for the research design on each activity. Also in November, a Study Coordinator (co-Principle Investigator for the Peru study) was identified and brought on board as a consultant to oversee the study in Peru.

Next Steps:

Over the next quarter, FHI 360 will focus on the following:

- Identify study coordinators for India and Kyrgyzstan
- Finalize research design for India and Kyrgyzstan
- Develop and finalize study protocols and survey tools/questionnaires for Peru, India and Kyrgyzstan
- Submit final Protocols to FHI 360's IRB for review and approval
- Identify research firms Peru, India and Kyrgyzstan to conduct the data collection.
- Launch baseline data collection in Peru, India and Kyrgyzstan

F. Poverty Assessment Tools (PAT) Helpdesk

In 2000, the U.S. Congress passed the Microenterprise for Self-Reliance and International Anti-Corruption Act, which mandated that half of all USAID microenterprise funds benefit the very poor. To verify that USAID meets this target, subsequent legislation requires USAID to develop and certify low-cost tools for assessing the poverty status of microenterprise beneficiaries, and to require its implementing partners to use those tools to measure and report the share of their beneficiaries who are very poor. Each USAID-developed Poverty Assessment Tool (PAT) consists of a short, country-specific household survey—administered in twenty minutes or less—and a data entry template. Using such a tool, an implementing partner can gain an accurate estimate of the share of its beneficiaries who are very poor. In all countries with a USAID-certified Poverty Assessment Tool, USAID's microenterprise implementing partners must use their country-specific tool to measure the share of their beneficiaries who are very poor, and must report the results to USAID through the Microenterprise Results Reporting (MRR) system

To assist implementing partners in the use of the USAID-certified poverty assessment tools (which are all available online at www.povertytools.org, FHI 360 agreed to monitor the USAID Poverty Assessment Tool (PAT) Help Desk. The helpdesk is run by Margaret Richards, who currently serves as a part-time employee to provide support to the PAT helpdesk from May of 2012 until May of 2013.

In 2012, the helpdesk solicited feedback via an online Google survey from a dozen institutions that had used the PAT in 2011 and 2012. The purpose of the survey was to:

- 1) Collect and disseminate information on how different organizations implement PAT
- 2) Identify areas of improvement and increased support by the PAT Help Desk

Six responses were received from both organizations that were required to report PAT results to USAID and those who were not. Participation in the survey was voluntary. This report summarizes the findings of this survey with commentary on feedback received by the PAT Help Desk in other formats.

Overall, the six PAT users that completed this survey were satisfied with their PAT implementation experience and the PAT itself. Most used PAT data for point-in-time analysis (how poor are people now?) and several expressed interest in learning more about uses of PAT data, both what they can do and what others have done. PAT results (percent of 'very poor' clients / beneficiaries) ranged from 0.3 to 100% though with only six organizations responding, there is a clear need for more data in order to draw conclusions from results. Among the three responding organizations that used PAT as a standalone survey, the average cost-per-survey of conducting PATs in client homes was US\$9.72. This cost is all-inclusive (training, translation, salaries, travel, etc.) and was quite consistent among these three implementers (+/- \$1 each). One of the most significant improvements indicated by this survey and other feedback to the Help Desk is to improve the ease with which PAT data can be analyzed in any software an organization chooses.

Key conclusions indicate four areas of focus for the USAID PAT Help Desk:

- Continue to provide support for analyzing PAT data in software other than that used by PAT data entry templates.
- Develop data analysis guide for analyzing PAT data in other software (in progress).
- Improve systems for collecting and sharing PAT data and implementation information and connecting PAT users.
- Work with USAID to improve communication and inclusion of PAT reporting into contracting agreements and budgets.

2.2 Strategic Learning Initiatives (SLIs)

During the last quarter, only two of the Core partners' SLIs were active. SLIs allowed core partners to invest resources toward understanding and/or solving a problem of their own choosing within the broader rationale of improving microenterprise development good practices and sharing what has been learned with others.

A. CARE: Staff Capacity Building in Value Chain Development through Coaching

The goal of this SLI is to improve staff capacity to successfully implement value chain programs by developing a cadre of coaches within CARE (as well as its partner organizations in the GROOVE initiative) who can mentor their direct reports and peers in other country offices on market development approaches. This activity concluded in December 2012.

The SLI Objectives are broken up into Stages 1 and 2 of the Program:

Phase 1

1. To develop a formalized coaching system for use by the coaches that will enable remote coaching, supported by one to two visits to the mentee in the country office during that time. The system will include:
 - A kick off training for the cadre of mentees which was held in July 2011.
 - A mentee assessment tool that can be used by coach and the mentee's manager to determine the mentee's coaching needs following the intro training and to track progress

- A set of modules/exercises on a range of different hard and soft skills that need to be re-enforced based on the mentees assessment results, which the coach can pick and choose from over the year

Phase 2

2. To develop the first cadre of coaches in one region of CARE's operations
3. To promote the scale and continuance of the coaching system by identifying and developing processes to integrate it into CARE's Human Resources, Field Management, and New Business Development operations
4. To document CARE and MEDA's learnings from this process, both the refine the system to developed and to inform the efforts of other organizations wishing to develop such a system for their own staff or partners

Progress Highlights

- 10 mentees and 7 mentors applying the curriculum using a range of models
- Mentoring curriculum presented at both the SEEP Annual Conference and the M4P Hub conference in November 2011, increasing visibility for the initiative and practitioner feedback
- 10 mentees have increased knowledge on the VC approach
- Final lessons and materials shared at SEEP 2012 Conference and via Microlinks

Learning and Dissemination:

CARE lead the final development of the GROOVE Market Facilitation Mentoring Program in the final months of programming, including working with FHI 360 to produce a fully branded administrator's guide, a two-page brochure and final versions of all program materials. Also during the period, GROOVE successfully submitted a proposal to the SEEP conference and presented the same in early-November 2012. Nearly 70 participants joined the session, which included representation from all GROOVE members. Finally, all materials were updated and uploaded to the USAID Microlinks website and were promoted in Connections. http://microlinks.kdid.org/search/apachesolr_search/groove

B. AFE: Working with Lead Firms Handbook

During the reporting period AFE continued implementation of its Strategic Learning Initiative to develop a handbook and training materials on how Development Organizations (DOs) can collaborate with Value Chain "Lead Firms" (LFs) as a means of creating sustainable impact for MSME producers they buy from or sell to. AFE refined and updated many of the LF training materials in preparation for two five-day workshops and a one-day workshop held for more than 60 development practitioners from around the world. In refining the LF training materials, AFE is incorporating new tools, case studies, and methodologies that are being developed in AFE field programs and that represent the topics in the diagram below. As these training materials are being updated AFE continues to update the practitioner's handbook as well. As there has been flexibility in the final deliverables due date, AFE has chosen a strategy to delay finalization of both the training materials and handbook until June 2013 so as to reflect the latest developments and refinements.

Learning and Dissemination:

Through the three AFE training programs conducted over the period, more than 60 development practitioners have gained skills and knowledge on how to effectively manage collaboration with Lead Firms and foster sustainable impact for the small-scale producers with whom these firms transact.

2.3 Prime-Funded Design/Assessments

A. Terra Global: Developing a Guide for Structuring REDD+ Projects

In FY 2012, USAID/Colombia requested the use of prime funds under the FIELD Support LWA to provide technical guidance in structuring REDD+ projects in accord with recommendations and procedures

defined by the Voluntary Carbon Standards (VCS) and the Climate, Community and Biodiversity Alliance (CCBA) frameworks and in line with good practices in market-based livelihood development, appropriate financing mechanisms and the building of sustainable community institutions in remote areas. Expert guidance and advice is needed to make sure that the transactions to be made represent the best possible options and economic incentives for the communities involved and that they comply with social and environmental safeguards.

"REDD" refers to the emissions reductions achieved from reducing deforestation or forest degradation in developing countries. Through REDD, emissions reductions through stored carbon are measured and certified as credits that can be sold on global carbon markets. "REDD+" expands that definition to include conservation, sustainable management of forests and enhancement of forest carbon stocks.

While markets have successfully tied carbon finance to other sectors, securing private investment remains a key challenge for REDD+ project developers. In many cases, project developers lack familiarity with standards and expectations for commercial documents required by investors. This paper is intended to address that gap.

To support this work, FHI 360 identified and contracted partner Terra Global Capital to develop a readable guide aimed at USAID economic growth officers that would address best practices on REDD+ project carbon transactions or Emissions Reduction Purchase Agreements (ERPAs). Over the last quarter, Terra Global Capital finalized production of **FIELD Report No. 16: Guidance and Best Practices for REDD+ Transactions** which is meant to serve as a readable guide for projects seeking guidance and best practices for REDD+ transactions, with a focus on private sources of REDD+ project financing.

The Guide is available for download on the Microlinks website: <http://microlinks.kdid.org/library/field-report-no-16-guidance-and-best-practices-redd-transactions>, the USAID NRM portal: <http://rmportal.net/library/content/guidance-and-best-practices-for-redd-transactions>, and Terra Global's website: <http://www.terraglobalcapital.com/News.htm>

Next Steps:

The final Report has been published on Microlinks and the USAID/NRM portal. FHI 360 and Terra Global Capital are exploring ways to disseminate the Guide further, including a Spanish translation for more local application in Latin America. Next quarter, FHI 360 will prepare packages to share with the Malawi, Ecuador, and Zambia Missions about REDD+ as all three have demonstrated interest in the subject matter.

B. ACDI/VOCA: Agricultural Market Assessment in Honduras

In an attempt to boost income and asset growth for small growers, donor agencies such as USAID, through local and international organizations, have been funding agriculture development programs in Honduras for many years. Most of these interventions have focused on increasing production of either staple crops (maize and beans) or promoting higher value horticulture as well as (to a lesser extent) improving smallholder access to markets. While these projects have achieved broad outreach generally, there has been much less success in building dynamic and sustainable market systems that benefit the smallholder farmer. To break this vicious aid cycle, USAID/Honduras is in the process of developing an approach to strengthen the current market system in which all the functions typically fulfilled by implementers or project-paid intermediaries would be taken care of by the private sector. USAID/Honduras believes that the path to sustainability must be market-based. Once a robust and competitive market exists, the constraints to linking small farmers to buyers will be lifted without the need for continued intervention by USAID. Therefore, contrary to past approaches in which the majority of funds were dedicated to farmers' capacity building, USAID intends to put more resources into the

development of a self-sustaining market system that serves the rural areas and continues to grow and upgrade itself from its own internal dynamics and demand pull.

The USAID Mission in Honduras therefore requested that an assessment be completed under the FIELD-Support LWA to understand the complexity, dynamics, and functioning of the current agricultural market systems for maize, beans, and selected horticulture crops in Honduras and to pinpoint the optimal ways for USAID to stimulate the development of a truly dynamic and self-upgrading market system that provides easy access to and serves the rural farming communities very well and which benefits (is profitable for) all actors along the selected product value chains, including the extremely poor. An assessment will be made that considers all levels of the value chain, including input suppliers, producers, brokers, end-market buyers, exporters and others. The assessment will include descriptions of end-market channels, volume and sales information, and export data in order to capture the full market system. This information will be used to develop recommendations for developing sustainable and self-upgrading market systems in the selected value chains.

Next Steps:

The resulting study was finalized last quarter, providing an overview of current market systems and strategies to integrate smallholders into competitive value chains. The final report was published on Microlinks and featured in Connections: <http://microlinks.kdid.org/library/field-report-no-14-sustainability-honduran-informal-market-system>.

With the completion of activities, there is a balance of \$25,000. FHI 360 will discuss with USAID/MPEP and USAID/Honduras the development of additional activities to do follow-on work in support of this program.

C. FHI 360/ACDI/VOCA: Iraq Livelihood Opportunities

USAID/Iraq called on the LWA to assist in reviewing local needs and “ground-truth” the Mission’s prospective economic opportunities program, FORAS. USAID priorities in Iraq have shifted toward enhancing economic opportunities and creating jobs for Iraqis with special emphasis on youth, women and vulnerable populations. As a part of the planning process, USAID requested a review of its proposed technical approach for new programming as embodied in a preliminary concept paper. A review was carried out by a team from the FIELD-Support Leader with Associates in August and September 2012.

The purpose of the review was to address three broad questions: 1) is the USAID mission in Iraq focusing on the right problem in the concept paper? 2) is the mission proposing the right approaches? 3) if not, what alternatives should USAID be pursuing to address “the problem” in this period of transition? This paper reflects on and answers each of the three questions posed and provides analysis and recommendations for USAID on how they should approach future programming for economic opportunities and job creation.

In general, the review found USAID’s focus on jobs and economic opportunities to be on the right track and validated the mission’s contention that jobs and economic opportunities are currently the most urgent and pressing issue facing the nation. The urgency has been voiced by the Iraqi government, by civil society and by the Iraqi people themselves. The review team found the basic technical approaches to economic opportunities and job creation, as proposed by USAID in its concept paper, to be appropriate but requiring a major shift in priority and several technical modifications. The proposed alternatives are presented below:

- **Demand-led Workforce Development:** A demand-led workforce and skills development program would identify, within selected geographic catchment areas, the demand for jobs among employers using focus groups and surveys employing “smart” technologies. A second part of this program would take a more industry or sector view of workforce needs.

- **Entrepreneurship:** A further activity stream should deal with entrepreneurship training as a special type of skill development need. The final report lays out several options, for example, fostering youth business clubs linked to business service organizations could also increase efficiencies of continued support for new start-ups and expansions.
- **Fast Tracking Jobs for Women:** This cross-cutting theme is recommended in the skills development program to provide gender inclusion in employment and entrepreneurship as well as involve women leaders as change agents and role models to advance women in non-traditional jobs and leadership positions.
- **Special Activity—Transformation of the Microfinance Sector:** Microfinance, as an industry, has reached a point where it cannot further develop without fundamental structural transformation. Though most MFIs are operationally and financially sustainable, the larger structural and legal issues threaten the long-term sustainability of the industry unless major reforms are made.

FHI 360 and ACDI/VOCA staff spent three weeks in Iraq during August-September 2012 developing a final report of their review and recommendations. The content of the final report was approved by USAID and was finalized for publication and dissemination in FY 2013. The final report is available on Microlinks at: <http://microlinks.kdid.org/library/field-report-no-15-creating-jobs-and-economic-opportunities-iraq>.

An RFA for a new Associate Award was released on September 13th, and an award is expected to be awarded in FY 2013. During the last quarter, the FHI 360 team spent much time working closely with the USAID Mission to refine the program description for the new Associate Award.

2.4 *Knowledge Management and Learning Dissemination*

During the last quarter, the FIELD-Support knowledge management team continued to work across the portfolio working with the partners on the Leader activities, SLIs, and Associate Awards to document and disseminate key findings, lessons learned, and best practices. As discussed in previous issues, at the core of the FIELD-Support KM strategy is improving internal and external communications in order to build a reliable platform for information dissemination and exchange that will ultimately improve the state-of-the-practice of microfinance and microenterprise development. Some of the key ways the Knowledge Management (KM) component of the project is doing so are described here.

D. Internal Communications

FIELD-Support e-Bulletin

The KM team continues to draft and disseminate its monthly e-bulletin with brief activity updates. The e-bulletin is now distributed directly via email to more than 120 FIELD-Support implementing partner representatives and over 200+ external practitioners. Email trackers indicate that primary recipients then typically forward each issue to an additional 100 people each month. After over two years of monthly e-bulletins, the rate of emails that are opened each month (“Open rate”) and links within email that are clicked on by readers (“Click rate”) remain consistent and well above industry standards.

FHI 360 sends two versions of the e-bulletin each month: one to a general list serve that includes news and announcements about the LWA program activities, including Leader and Associate Awards; and one limited to the consortium member representatives that also includes LWA specific announcements and updates on upcoming Associate Awards, prime-funded activities and calls for concepts and proposals, as appropriate. The general list serve generally has a slightly lower “open-rate” than the consortium list, but both have held steady over the last two years. In the next quarter, FHI 360 will explore ways to increase click rates and tailor content to be more applicable for subscribers.

E. External Communications

In coordination with USAID's Microlinks and Agrilinks platform, FHI 360 continue its efforts to ensure that all FIELD-Support products, including reports, white papers, case studies, videos, podcasts, manuals, guidelines, success stories, etc., are centrally filed and indexed on the Microlinks platform, and then disseminated through additional channels like the Agrilinks portal, as appropriate. In line with USAID's mandate, this process also includes that all public products comply with Section 508 to ensure that they are accessible to the visually disabled or hearing impaired.

During the last quarter, FIELD-Support issued the following new learning outputs and website updates regarding project activities:

- **Knowledge Series:**
 - [FIELD Brief 19: Making the Case for Mobile Money: A Look at Social Cash Transfers for Development](#)
 - [FIELD Report 14: Sustainability in the Honduran Informal Market System](#)
 - [FIELD Report 15: Creating Jobs and Economic Opportunities in Iraq](#)
 - [FIELD Report 16: Guidance and Best Practices for REDD+ Transactions](#)
- **FACET White Papers:**
 - [Gender Mainstreaming for ICT in Agriculture](#)
 - [Mobile Applications for Monitoring and Evaluation in Agriculture](#)
 - [ICT and AG Profile: Dunavant](#)
 - [ICT and AG Profile: MojaCast](#)
 - [ICT and AG Profile: iFormBuilder](#)
 - [ICT and AG Profile: Parmalat](#)
 - [ICT and AG Profile: Agro-Tech](#)
 - [ICT and AG Profile: CocoaLink](#)
 - [ICT and AG Profile: Great Lakes Cassava Initiative](#)
 - [ICT and AG Profile: Magpi](#)
 - [ICT and AG Profile: Zoona](#)
 - [ICT and AG Profile: Opportunity Bank Malawi](#)

3 Associate Awards

As mentioned, FIELD-Support management provides senior-level oversight for all of Associate Awards that are implemented by the consortium members, contributing to their technical design and implementation, and ensuring quality. Team members coordinate day-to-day with the Core and Resource organizations and assist with the administration of this complex contractual mechanism.

During the last quarter, FIELD-Support continued implementing **6 Associate Awards** and was awarded **2 new Associate Awards**; the following section provides brief highlights of major accomplishments in each Associate Award this quarter.

3.1 *ESAF (West Bank & Gaza)* (September 2008 – December 2012)

The Expanded and Sustained Access to Financial Services (ESAF) associate award was issued in 2008 under the FIELD-Support LWA with the objective of supporting USAID/WBG in its efforts to build a more inclusive financial sector that increases sustainable access to financial services for Palestinian households and MSMEs. Based on USAID priorities and ESAF's sectoral analysis, ESAF has implemented activities in several intervention areas. The first three are major sub-sectors within the financial industry—banking, insurance, and microfinance—and the fourth is a set of cross-sector activities that include consumer protection and financial literacy, financial sector regulatory capacity, and nonbanking financial services. The fifth is a package of livelihoods activities in Gaza that aimed to link beneficiaries

to financial services. Through these interventions, in the in initial three years of the ESAF program, we were able to start addressing identified weaknesses in the financial system at the consumer, institution, and enabling and regulatory environment levels that inhibit the delivery and appropriate utilization of financial services.

In September 2011 the ESAF program was awarded a one year no-cost extension to work with the banking and non-banking regulatory environment within Palestine and to support the development of the Islamic finance sector, all towards increasing access to finance. The original focus of the ESAF program has been to strengthen the financial sector to help increase the resiliency to shock in the short term while increasing access and providing a strong foundation for economic growth in the long term. The Year 4 programming focus remains the same, with efforts aimed primarily at increasing access to finance through strengthened financial sector regulatory agencies (the PMA and PCMA) while creating greater access to finance through increased market-driven product provision and technical assistance.

In the quarter herewith reported, ESAF had the following achievements:

- Completed the Life actuarial review with reported submitted to and accepted by the PCMA.
- Completed the Health actuarial review and company solvency analysis with reported submitted to and accepted by the PCMA.
- Completed actuarial regulations recommendations for the PCMA.
- Ongoing actuarial capacity building, mentoring and training completed.
- PCMA Board of Directors reviewed the new draft mortgage law, and after several meetings and discussions the Board approved the final draft, which will be submitted to the Cabinet Committee prior to the submission to the President for approval.
- ESAF contracted AFI for a second phase of the assignment under which they completed the work of drafting the last financial instructions, which are the lending criteria for the mortgage finance companies.
- PCMA Mortgage and Leasing Directorate staff member attended the European Mortgage Federation (EMF) Annual Conference 2012.
- The CBIS vender completed the remaining deliverables for establishing a training kit;
- The CBIS vender also conducted a training for the end users of the system;
- ESAF macroeconomist Dr. Michel Dombrecht completed additional work in constructing tools for macroeconomic analysis with PMA staff:
 - a business cycle indicator
 - housing price index
 - competitiveness assessment
- Finalized ESAF Islamic Finance Analysis and Recommendations Paper
- Hosted Islamic Finance Symposium with the PMA and PCMA
- Islamic bank products development and training successfully concluded with products developed

3.2 *FACET (Africa)*

(October 2009 – May 2013)

The Fostering Agriculture Competitiveness Employing Information and Communication Technologies (FACET) associate award helps USAID Africa Missions improve competitiveness and productivity across the agriculture sub-sectors through the use of information communications technology (ICT). The organization of best practices and successes in the areas of agriculture and ICTs address the following six key thematic areas, as outlined by the FACET AOR:

- market information systems
- supply chains
- index insurance
- farm extensions

- m-payments
- commodity exchanges

Knowledge Sharing, Analysis, and Toolkits

According to Google Analytics, from 10/1 to 12/31 the FACET-managed Allnet page received 3,551 total visits (of which 2,342 were unique visitors, a 19% increase over the previous quarter). Analytics were tracked for the [low-cost video toolkit](#) and [interactive radio toolkit](#) separately since it is hosted on a separate domain. From 10/1 through 12/31, the low-cost video site had 906 visitors and the interactive radio toolkit had 251 visitors. There has been extensive growth within FACET's social media campaign. The Twitter stream gained 227 followers, to reach 497 total. In the best week of the quarter, FACET's content reached 261,818 Twitter accounts. This represents a four-fold jump in Twitter reach from our best week in the previous quarter. During the reporting period, the ICTforAg Facebook Fan Page gained 530 likes to reach 2,018 'likes,' with an average "virility" of posts of approximately 2.56%. Online activities have resulted in a significant online presence – achieving a Klout score (the leading cross-platform measure of online influence) of 56.22. For comparison sake, this ranks behind major online presences like USAID for Global Health (64) and ICT Works (58), but ahead of much larger organizations with substantial online operations: Agrilinks (54), DAI (53) and Chemonics (46).

The past quarter was particularly busy with 6 events, 4 workshops, and 13 publications being finalized. FACET hosted four webinars during this quarter and participated in both the G8 New Alliance ICT Challenge Fund for Agriculture Expert Consultation and the annual SEEP conference at a panel entitled ICT as Development Enabler: New Tools and Learning for Africa.

Next Steps:

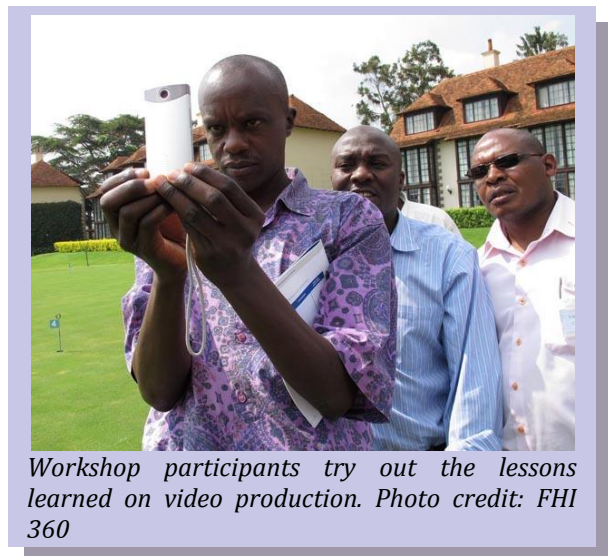
The next quarter will primarily be focused on synthesizing the learning and products developed over the life of the project through knowledge sharing events and content sharing partnerships. The FACET team will also produce some new resources during this period as well.

3.3 HIFIVE (Haiti)

(June 2009 – May 2014)

Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE), having completed its first phase (2009-2012), is continuing its work to further develop the country's financial services sector to promote employment generation, support expanded agricultural activities, improve livelihoods, boost the economy, and expand financial inclusion. HIFIVE received a two year extension of its contract to May 2014. Although several of its objectives were completed during the first phase, HIFIVE's revised objectives for the next two years place renewed emphasis on two key elements of HIFIVE's work:

- Improving the availability of financial products and services, including agricultural credit adapted to the needs of participants in Haiti's value chains in rural and agricultural areas.
- Encouraging the use of Information and Communication Technology (ICT) solutions, primarily mobile financial services, to expand financial inclusion.



Workshop participants try out the lessons learned on video production. Photo credit: FHI 360

The core of the program is the **HIFIVE Catalyst Fund (HCF)**, a \$22.5 million grant pool to increase financial services in rural and agricultural zones. These targeted grants promote innovation and experimentation in development of technology solutions, capacity building, financial services and

products, and risk mitigation. Following the January 12, 2010 earthquake, HIFIVE also has responded by prioritizing those areas that were mostly heavily affected, and initiating activities to help damaged businesses get back on their feet and restart the Haitian economy.

Results

HCF: HIFIVE continued its effective use of HCF to implement activities contributing to its strategic objectives. HCF has 57 grants that have been approved and contracted, totaling \$13.9 million. (\$11.4million disbursed). Of the 60 grants, seven are structured as public private partnerships. The grants have been used to support a large variety of activities that further HIFIVE objectives:

- 37 grants directly support value chain finance and rural expansion of financial services¹
- 7 grants support ICT improvements that will expand financial inclusion/client outreach
- 6 grants supporting HMMI objectives
- 6 MFI Earthquake Recovery and Stabilization grants
- Others: risk mitigation, 3; capacity development, 2
- 5 grants supporting market information development
- 24 grant proposals in the pipeline, valued at \$9 million, including 4 pending approval at USAID (value: 2.8 million).

Small and Medium Enterprises/Business Development Services (BDS):

The BDS activities of HIFIVE and TechnoServe (TNS) have struck a responsive chord, resulting in notable advances in improving access to finance for the selected recipients: 372 MSMEs have now received BDS services from the HIFIVE/TNS activities.

- The success of the HIFIVE approach has been in its careful identification of key value chain participants whose access to finance can be improved through the delivery of targeted BDS to improve aspects of their governance, management, or marketing.
- The delivery of BDS is accompanied by work with the HIFIVE team to identify potential financial partners who may provide the needed finance and/or to structure grants that will improve access to the value chain.

Ongoing activities include evaluating the impact of a handicrafts program; providing taxi certifications in collaboration with ATH-Nord; and identifying and screening agribusiness related MSMEs upstream and downstream the value chain for future support.

HIFIVE activities have had a dramatic impact on the availability of financial products and services in rural areas. 35 of HCF's 60 grants directly contribute to this objective, whether by providing support for the development of new products and services needed in rural areas, the expansion of services to these areas, the opening of new points of services (POS), or through providing support to ICT improvements that will facilitate expansion to rural areas. HMMI results also contribute to this objective, via the development of mobile money services and its agent network providing alternative means of accessing financial services and additional penetration/expanded POS into rural zones through their agent networks. There are now **341 traditional POS** provided by HIFIVE reporting partners.

The development of sustainable financial products and services to meet the needs of Haiti's rural and agricultural populations and MSMEs requires the existence of a robust microfinance sector whose institutions have the capacity to design, implement and manage a broad array of financial products and services. HIFIVE provides support to individual institutions and networks contributing to the vitality of the sector. It also supports market information activities, including the annual census of the microfinance sector (a supply side study) and GIS mapping of financial points of service to assure that reliable market information is available to help inform planning and evolution for the sector. Two key events in the quarter illustrate HIFIVE's role in sector support: 1) Presentation of Census of the Haitian Microfinance Sector; 2) Presentation of Interest Rates, a Critical Factor in Assuring the Sustainability of Financial Institutions.

Next Steps:

Key activities for next quarter include reaching agreement on strategy for HMMI activities and resources post competition; ongoing work with NGOs to develop applications for use of mobile money platform for payments; provide Digicel TA support for a viable and sustainable operating mobile money service; and meet with BRH Governor Charles Castel to discuss the progress of mobile money in Haiti to date and requirements for its future.

3.4 *La Idea (Latin America)*

(October 2012 - September 2015)

The Latin American Idea Partnership (La Idea) is a platform that connects entrepreneurs within the Latin American diaspora to each other and to resources that will help them cultivate and grow innovative businesses and startups that will generate employment and economic growth throughout the Americas. La Idea is comprised of three core activities: Bilingual, customized networking and business advising events across the U.S.; a pitch competition promoting partnerships between entrepreneurs in the United States and Latin America; and an online platform providing free, easy-to-access materials, and connections to local and regional organizations.

The first quarter of implementing responsibilities for La Idea focused on building a strong foundation and putting key efforts into motion. Accion identified and managed strategic and tactical tasks critical to starting up program activities.

La Idea hosted the first road show event in Miami on December 8, 2012. Over 125 Latino entrepreneurs attended the event. Activities included a panel discussion led by industry experts in three different topics (finance, insurance and effective business practices), a session on La Idea, and a networking lunch.

This event was a great opportunity to test the market and established direct contact with both entrepreneurs and community partners. Univision, the media partner of La Idea was very instrumental in achieving these outcomes. Attendance exceeded the planning expectations, topics delivered by panelists were of high interest to the audience, and there was a genuine interest in La Idea. Entrepreneurs who attended the event and filled out the survey reported the following:

- 59% said they learned 2 new things at the event
- 100% indicated that the content of the event was useful for their business
- 69% had a business or a business idea with links to Latin America
- 96% of attendees indicated that La Idea is a good match for them



La Idea en Acción, Miami. Speaker: Ricardo Rios, VP of Relationship Management at Chase talks to entrepreneurs about business finances. Credit: Accion US Network

Next Steps:

The La Idea en Acción roadshow will visit the following cities in Q2 FY13: Dallas, San Antonio, Houston, and Los Angeles.

3.5 *LIFT (Global)*

(September 2009 - September 2014)

The Livelihoods and Food Security Technical Assistance (LIFT) project was initiated by the United States Agency for International Development (USAID) Office of HIV/AIDS (OHA) to provide technical assistance

(TA) and strategic support to US government agencies, their implementing partners, and other public, private and civil society partners to improve the food and livelihood security of vulnerable households, with a particular focus on people living with HIV/AIDS (PLHIV), orphans, and vulnerable children (OVC) and their caregivers. In addition, LIFT aims to provide global leadership and strategic learning to the field of economic strengthening through development of guidelines, trainings, and other tools to help vulnerable households—and those who serve them—engage in activities that enhance their economic and nutritional security.

The goal of the LIFT project is to build the continuum of care for people living with HIV/AIDS and other vulnerable households by increasing their access to high quality, context appropriate, market-led economic strengthening, livelihood and food security (ES/L/FS) opportunities that improve their economic resilience and lead to better health. An essential component of LIFT's approach is establishing links to integrate economic strengthening and food security as a component of Nutrition Assessment, Counseling and Support (NACS) program approaches.

LIFT meets the customized needs of USAID and other United States government (USG) agencies by undertaking assessments that provide concrete recommendations for strengthening existing economic ES/L/FS programs as well as identify strategic opportunities for new investments. LIFT works with implementing partners to strengthen their capacity to design and implement livelihood and food security interventions that sustainably improve the economic resilience and health of their beneficiaries. Through these approaches, LIFT aims to heighten the impact and sustainability of investments made by USAID, the President's Emergency Plan for AIDS Relief (PEPFAR), Feed the Future (FTF), the United States Department of Agriculture (USDA), the Centers for Disease Control and Prevention (CDC), and the Peace Corps, as well as local governments, civil society, and the private sector.

To achieve its goal, LIFT offers **country-level** and **global** technical assistance services to U.S. government entities and implementing partners, as well as governments, civil society and the private sector, and provides leadership in the development of good policy and practice. Key activities over the last quarter are presented below.

Global Activities

Organizational Network Analysis (ONA): LIFT continued its discussions with MEASURE Evaluation on the use of their organizational network analysis (ONA). LIFT envisions that the ONA will be a key component of its initial engagement in selected pilot sites in supported countries as a way to understand existing services and activities related to NACS and ES/L/FS integration within a catchment area. The ONA will also provide a baseline measure of client referrals between organizations and the overall strength of the network prior to LIFT's support. MEASURE explained the process that would be jointly undertaken to complete an ONA in a LIFT country, including fulfilling internal review board (IRB) requirements, customization of tools, data collection and analysis, and sharing findings with the communities. MEASURE developed a budget outlining the key costs associated with conducting the analysis in one country (two sites). During the initial ONA, MEASURE will train the LIFT team on this tool to enable LIFT to conduct subsequent ONAs. During this quarter, LIFT identified Malawi or the Democratic Republic of the Congo (DRC) as top choices for this initial joint endeavor and anticipates finalizing the country selection as well as an implementation plan in the next quarter.

TOPS Semi-Annual Meeting: During the TOPS meeting on November 14, LIFT presented its approach and critical next steps associated with operationalizing a NACS ES/L/FS referral network. The project introduced the concepts behind the adaptation of tools, such as the diagnostic tool, ONA, and referral tools and processes, to upgrade provider capacity and help health facilities (e.g., NACS sites) refer clients to appropriate, high quality ES/L/FS service providers in their catchment area. LIFT solicited feedback on this model, particularly around experience with referral systems from implementing partners in attendance.

NACS Partner Coordination: In November, LIFT participated in the third USAID NACS coordination meeting, aimed at enhancing collaboration among nutrition-focused TA and implementing partners Food and Nutrition Technical Assistance III (FANTA), Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING), and the Health Care Improvement Project (HCI). LIFT provided feedback to the group on the project's recent activities, including a joint TDY with FANTA and HCI to Lesotho to lay the groundwork for LIFT activities in country and a recent trip by LIFT team member Gareth Evans to Haiti to represent the project at a NACS meeting. LIFT also gave a brief update on planned trips to Kenya, Malawi, Namibia, Nigeria and Tanzania, as well as an overview of upcoming research activities (notably, the ONA in Malawi).

Annual SEEP Conference Workshop: On November 7, LIFT joined with Development Alternatives Inc. (DAI) to deliver a workshop entitled "Effective Economic Strengthening for the Ultra Poor affected by HIV" at the SEEP Annual Conference. The session included a presentation of the LIFT framework followed by a participatory session in which participants reviewed programmatic scenarios and matched them to the appropriate aspects of the LIFT framework. The session was targeted towards program implementers, and its goals were to demystify economic strengthening for HIV-affected households and provide resources and tools to help practitioners consider how they could link their clients to a continuum of care.

STEP UP SEEP Group Engagement: LIFT's Technical Director joined the Advisory Group of SEEP's Strengthening the Economic Potential of the Ultra Poor (STEP UP) initiative. STEP UP will promote cross-learning between financial, enterprise development and human service providers to complement each other's efforts to assist ultra-poor households in moving out of poverty. One of the key products under development for the next year is the creation of an Economic Strengthening for the Ultra Poor (ES4UP) "wiki" and one-stop-shop of resources (including documents, evaluations, training manuals, and tools from all relevant fields) that will be shared with the larger development community through this knowledge management platform. LIFT will contribute to STEP UP and actively participate in this learning community which represents more than 130 national, regional and global organizations exploring emerging approaches for the ultra-poor.

At the STEP UP working group meeting, LIFT delivered a presentation on the tools inventory and process that is envisioned for program roll-out as well as the tools that are currently in development or adaptation. The meeting provided LIFT with an opportunity to engage practitioners and share its learning agenda.

Mission Outreach: Based on a suggestion from the AOR, LIFT developed a menu of services for USAID missions which provides a series of scenarios to quickly help missions identify their current ES/L/FS needs or challenges, corresponding LIFT support, and expected outcomes of the proposed TA. The menu of services will provide LIFT with an additional tool in its engagement with USAID missions, assisting them to visualize how various project strategies can help address country priorities. The menu of services will be tested with the DRC mission during our next TA visit in January 2013.

LIFT website: LIFT was requested by USAID to submit a request to the Legislative and Public Affairs (LPA) Office to ensure that the project could establish its own website. LIFT has been proactively following up on this approval as the project cannot move forward with its website until an approval is issued.

Country-specific Activities

- **Namibia:** In November, LIFT carried out a TA visit to Namibia to continue discussions around the priorities for the project's support, including supporting systematic, replicable linkages between NACS sites and community ES/L/FS services. The objectives of this trip were to gain stakeholder input to refine LIFT's TA approach, select sites for initial community level work, interview candidates for in-country project support, and begin drafting a work plan for LIFT support in Namibia through March 2013. Through consultations with various stakeholders, such as USAID, Government of Namibia ministries, and local and international NGOs, LIFT refined its strategy to

ensure a systemic approach to improving access to ES/L/FS services, focusing on partnerships with sustainable service providers and facilitators in light of significant reductions in USAID and other donor funding in the country.

In addition, LIFT gained a deeper understanding of sustainable ES/L/FS activities and service delivery channels and, in consultation with USAID and the Ministry of Health and Social Services (MOHSS), selected three sites for the project's initial community work. The priority next steps for LIFT include engaging and coordinating with local stakeholders in selected sites, conducting market and situational analyses to inform on LIFT's operating context, supporting national-level government initiatives to improve access and strengthen coordination around ES/L/FS activities in Namibia, and finalizing the recruitment of temporary local project support to carry out these priority activities.

- **Nigeria:** LIFT participated in the second meeting of the Nigerian Household Economic Strengthening forum. The forum meeting was organized by PACT, on behalf of LIFT, with Management Sciences for Health (MSH)/Community-based Support for OVC (CUBS) taking the lead role as meeting facilitator. During the meeting, LIFT presented the outline of the proposed ES for OVC toolkit. The forum approved the outline but made several important recommendations. During the trip, LIFT met with MSH/CUBS to discuss LIFT's support to the HES forum and additional technical support that might be required. MSH/CUBS requested that LIFT provide examples of documents for establishing communities of practice to encourage member growth and engagement. LIFT provided an example constitution and an outline of roles and responsibilities.

The trip included three meetings with Sola Onafide from USAID/Nigeria's OVC team to discuss the LIFT work plan and performance management plan as well as the revised project period of performance. LIFT also met with Howard Batson from the economic growth team and provided an overview of the LIFT project and current operations in Nigeria. Mr. Batson recognized the overlap between LIFT's activities and the upcoming supporting vulnerable household's solicitation, recently issued, and expressed interest in learning more about LIFT in the future.

Additionally, LIFT met with representatives of the Monitoring and Evaluation Management Services (MEMS II) project who provide technical support on M&E to USAID and their implementing partners. MEMS II reviewed the draft performance monitoring plan and provided minimal feedback. They agreed with keeping LIFT's indicators at the output level for the current period of performance.

- **Democratic Republic of Congo (DRC):** During this quarter, LIFT's subgrantee CARE DRC continued providing on-site TA to PEPFAR partner PATH/ProVIC and selected subgrantees to include in their village savings and lending association (VSLA) programming. The master training-of-trainers workshop on VSLA held in Kinshasa was followed by the development of business plans. The follow-on training and TA has equipped grantees with the knowledge and skills needed to effectively implement these VSLA activities, deliver training to program beneficiaries, and monitor and evaluate these initiatives.
In December LIFT began drafting a memorandum of understanding (MoU) between LIFT and PATH/ProVIC to clearly define roles and expectations for and from each institution. This will be finalized during the next TA trip. A joint TA trip was planned with Serigne Diene from FANTA but was cancelled last minute due to delays in the recruitment process. Revised dates were finalized and the trip will occur early January 2013.
- **Malawi:** During this quarter, LIFT capitalized on the success of the previous joint trip in August 2012, as well as their close working relationship with HCI in Malawi. During a recent TA trip LIFT participated in the HCI-sponsored National Quality Improvement (QI) training, including giving an overview presentation of the LIFT project and anticipated work in Balaka and Karonga Districts. The presentation explained LIFT's framework to the audience, provided details of how LIFT will engage

community-based services in the catchment area of health facilities, and allowed participants to ask questions about LIFT and the project's work in Malawi. This presentation was important for the National QI trainees, as they largely come from a health background and may not necessarily have experience in community-based services that target households, let alone how their patients can be most easily be referred to those services.

LIFT met with a number of partners and stakeholders during a TA visit in Malawi from December 2-14 to both maintain relationships and detail LIFT's anticipated work in the country and the region. In Lilongwe, these meetings included Baylor International Pediatric AIDS Initiative (BIPAI), CARE Malawi, the Malawi Ministry of Gender, JHPIEGO, Peace Corps, Partners in Hope, Project Hope, and SC. In Balaka District, meetings were held with Balaka Community Development Office, Balaka District Hospital, Dignitas International, Kalembo Health Centre, Sue Ryder Foundation, Peace Corps, and World Vision.

As noted above, LIFT's partner SC led the creation and testing of a situational analysis tool in Balaka District in early December. This first round of the SA will be used to refine the tool so it is adaptable to any country context and also to ensure that the tool collects adequate information for LIFT to prepare for follow-on TA activities, including the ONA and development (or enhancement) of a referral system. LIFT received assistance from MEASURE for the development of a protocol to conduct an ONA in Malawi. Based on the preliminary results of the SA and conversations with HCI staff, LIFT selected Kalembo Health Center in northeastern Balaka District as the catchment area for this activity. In order to conduct this analysis, which requires 25-35 interviews with clients of ES/L/FS service providers, LIFT and MEASURE prepared a research protocol for submission to IRBs at FHI 360 and the University of North Carolina.

- **Kenya:** In November, LIFT traveled to Kenya to meet with FHI 360 staff, University Research Company (URC), and both USAID/Kenya and USAID/East Africa. LIFT updated the complete team of the Nutrition and HIV Project (NHP) at the FHI 360 offices on planned activities in the region. LIFT's meeting with URC/HCI Chief of Party Dorcas Amolo served to strengthen the collaboration between LIFT and HCI at the country level. LIFT also met with nutrition advisor Ruth Tiampati from USAID/Kenya and nutrition advisor Maina Muthee from USAID/East Africa to present LIFT's anticipated activities in the region and to solicit feedback on LIFT's approach.
- **Tanzania:** In December, LIFT was on assignment in the Africa region and took the opportunity to visit USAID/Tanzania and other stakeholders in light of the mission's commitment of NACS acceleration funds and COP funds to the project. The purpose of this visit was to meet with the USAID/Tanzania mission to share information about the LIFT project, gain a preliminary understanding of the mission's priorities for LIFT activities, and begin discussion to shape LIFT's support in Tanzania. The visit also afforded the opportunity to meet with other LIFT partners in-country, FHI 360 and SC, as well as other key stakeholders, such as DAI's IMARISHA project, Africare's FTF nutrition project, Fintrac, and the Tanzania Private Sector Foundation, to discuss LIFT and potential synergies with their activities.
- **Lesotho:** In this quarter, LIFT, FANTA and HCI worked on the development of a joint work plan to improve the health and nutritional outcomes for mothers and children affected by HIV in Lesotho. Through repetitive engagement with the USAID/Lesotho, LIFT was able to confirm that the mission does not have any funding for LIFT activities. Therefore, in the next quarter, LIFT will be discussing with FANTA and HCI to better define the extent of LIFT's involvement in Lesotho.
- **Haiti:** LIFT participated in a workshop facilitation team to present on community linkages and ES at a SPRING led National NACS Stakeholder Meeting in Haiti. The purpose of the meeting was to (1) orient stakeholders on the basics of NACS; (2) share the findings of the SPRING/Haiti NACS assessment; and (3) recommend areas of opportunity for start-up of NACS and facilitate discussion on next steps. Attendees of the workshop included Haiti National and Department Nutrition

directors. LIFT presented alongside UNICEF, WFP, and FHI 360's Community Health and AIDS Mitigation Project (CHAMP) and participated on a panel discussion. The main take away from the workshop was a national strategy for implementing NACS, including community linkages. During the meeting, Dr. Joseline Marhone, Nutrition Director of the Ministry of Public Health and Population, expressed interest in having LIFT active in Haiti. During the presentations and discussion, it was noted that Haiti is currently redeveloping their community health worker system. The First Lady of Haiti is promoting an integrated approach to nutrition called Aba Granrou; this serves as a potential platform from which LIFT can build community linkages.

3.6 MMAP (Malawi)

(October 2012 – November 2014)

The Mobile Money Accelerator Program (MMAP) is a two-year associate award that seeks to increase mobile money adoption in Malawi and enhance product development through collaborative, targeted interventions that demonstrate the advantages of mobile money.

The MMAP program will support and advance the growth of mobile money in Malawi through a series of coordinated interventions that include strategic pilots as well as targeted technical assistance to key public and private sector stakeholders. The primary objectives of this project are:

- test platforms and models for increasing mobile money enrollment and adoption, focusing on select unbanked or under-banked market segments (i.e. such as farmers, day laborers, and social welfare recipients)
- enhance product development and service delivery through the creation of dedicated transaction environments for service providers to test and modify their offerings
- disseminate lessons learned for a more comprehensive evidence base for mobile money acceleration.

MMAP technical assistance will include assessments of the market, regulatory framework and the current mobile money ecosystem in country. MMAP will also provide technical assistance to and facilitate partnerships within the active Mobile Money Coordinating Group. This group's members include USAID, the World Bank, and key stakeholders in the local banking and mobile networks sectors.

The first sixty days of the MMAP project (through December 2, 2012) involved an intensive period of planning and design, discussions with stakeholders and the Mission. Project staff were recruited and hired and Data Collection and a GIS Mapping exercise of Airtel and TNM network and Agent coverage was completed.

3.7 mSTAR (Global)

(October 2012 – September 2017)

The five-year Mobile Solutions Technical Assistance and Research (mSTAR) award is a broad, flexible, and responsive program designed to foster the rapid adoption and scale-up of mobile money, mobile access, and mobile data, in developing countries. Managed by FHI 360 and implemented together with a consortium of approximately 20 other leading economic development and ICT4D organizations, mSTAR provides: technical assistance to USAID and its implementing partners; funding to accelerate promising mobile solutions; strategic partnerships to optimize sustainability; and an action-oriented research and knowledge management agenda.

In its first quarter of operation mSTAR assembled a consortium of development organizations composed of both industry leaders and smaller firms that specialize in mobile technology deployment. As requests for assistance arrive, mSTAR will access the resources of these organizations in carrying out its work.

In October 2012 USAID/Mozambique submitted two draft scopes of work to mSTAR, both related to mobile technology research in country. After further deliberation but before implementation began, the Mission decided to hold the work until a later date.

In December 2012 FHI 360 reached an agreement with Shailee Adinolfi to join FHI 360 as project director for mSTAR beginning in January 2013. Ms. Adinolfi brings years of experience in economic development and mobile technology from her recent work with Chemonics International.

As of the end of 2012 mSTAR had a draft workplan, performance management plan and 2-pager describing the project. These documents are expected to be finalized once the new project director is on board.

3.8 P3DP (Ukraine)

(September 2010 – September 2015)

P3DP (Public Private Partnerships Development Program) in Ukraine, an associate award under the FIELD-Support LWA, seeks to promote the use of public private partnerships, with an expanded role of private sector finance and operational expertise in public infrastructure development, to improve infrastructure and public services in both urban and rural areas.

P3DP emphasizes building institutional capacities by not only working with central and local governments, but a significant aspect of the program is the inclusion of civil society organizations in the dialogue. The primary implementing partners of P3DP are local Ukrainian NGOs. The program relies on international best practices in PPP development, but tailors those best practices to local circumstances.

Illustrative Indicators and Life of Program Targets

- 13 laws will be reviewed in light of PPP Law requirements
- 70 stakeholders will participate in familiarization tours regarding PPP Unit implementation and operations
- 125 government employees and 55 nongovernmental employees will receive training in PPPs
- 10 PPPs will be USAID- approved for implementation using P3DP resources

P3DP has improved the environment for PPP development in Ukraine by pursuing its four interrelated program objectives of: 1) enhancements to the legal and regulatory framework; 2) establishment of oversight and approval procedures for the national-level PPP Unit; 3) raising awareness and developing capacity at the national and municipal levels; and, 4) implementation of pilot PPPs that can serve as models in select industry sectors of importance throughout Ukraine. To date, P3DP has:

- expanded sector-specific support to municipalities to develop PPP solutions to improve delivery of goods and services to their communities (activities that were traditionally the sole responsibility of Government);
- used technical assistance and capacity development initiatives to lay the foundation for private sector participation in PPP projects;
- increased knowledge at the municipal and national levels by utilizing a series of workshops, tailored trainings, and study tours; and
- offered industry experts to directly lead the development of national-level regulations and municipal-level PPP implementation analysis.

P3DP's main event during this quarter was a business seminar on municipal PPPs organized in cooperation with two leading business organizations in Ukraine, the American Chamber of Commerce (ACC) and the US-Ukraine Business Council (USUBC). By utilizing ACC and USUBC's extensive membership bases, P3DP was able to specifically target invitations to high-potential firms for PPP development. This event attracted a full capacity crowd of 70 participants consisting of private investors, operators and financiers. The seminar was successful in fulfilling its goals: 1) to identify private investors interested in PPP projects; 2) to present existing PPP pilot opportunities; and, 3) to obtain private sector viewpoints on PPP potential in Ukraine. Key private sector contacts included: 1) VEOLIA, a regional leader in solid waste collection and disposal, expressed high interest for involvement in P3DP's PPP pilots in the solid waste sector; 2) Smart Holding, a large equity investor, sought

cooperation with P3DP on a water treatment PPP in Crimea; and, 3) SWARCO Traffic Solutions, an EU urban development company, provided its ideas to P3DP on energy efficiency street lighting.

Several PPP pilots are rapidly advancing towards tendering. The Vinnytsia City Executive Committee approved the “Vinnytsia Program for Solid Waste Management”, thus authorizing the city to progress towards tendering utilizing a PPP mechanism. Following a healthcare market sounding event in Zaporizhia where P3DP presented financial model scenarios, the local City Council work group formally approved the “Zaporizhia PPP Healthcare Concept Paper” and the related financial model assumptions. The work group then requested P3DP’s support for the next stage and P3DP responded by issuing a TOR to engage consultants to develop the full Feasibility Study that is required by MOEDT prior to PPP approval and tendering. P3DP provided assistance to all of its pilot PPPs in the areas of concept paper development, financial modeling, legal analysis, technical research and environmental review.

P3DP continues to support advances in institutional capacity at the Ministry of Economic Development and Trade (MOEDT), P3DP’s primary beneficiary and recipient. Progress continued despite the Parliamentary elections in October and the appointment of the new Cabinet of Ministers and subsequent appoint of the new Minister of MOEDT on December 24, 2012, Mr. Igor Prasolov. The “Strategy on PPP Development in Ukraine for 2012-2017” and accompanying “PPP Strategy Implementation Plan1”, prepared by P3DP’s STTA consultant, renowned Ukrainian economists, Dr. Geyets and Dr. Yefimenko, were presented to MOEDT for approval and subsequent submission to the Council of Ministers to be included in their national plan. To improve MOEDT’s visibility and effectiveness with municipalities, P3DP agreed to MOEDT’s request for development of a “Practical Guide1” to be used as an instructional guideline for the preparation of the required PPP “Feasibility Study”. In addition, P3DP assisted the MOEDT’s PPP Unit to develop an informational leaflet explaining the PPP Unit’s competence, functions, capacities and contacts. These leaflets will be utilized to introduce municipalities and potential private-sector partners to PPP opportunities and the support available through the PPP Unit. To strengthen the operational effectiveness of the MOEDT PPP Unit, P3DP developed a systematic training program on the preparation of Feasibility Studies at the municipal level.

Next Steps:

P3DP is planning for a PPP Guidelines Training “Preparation of PPP Feasibility Study and application of PPP Appraisal Methodology” to take place in January and a Round-Table “Tariff Regulation Methodology in the sector of Solid Waste Management: international practices and regulation in Ukraine” to be held in February.

3.9 PRODEL (Ecuador) **(October 2009 – November 2012)**

The USAID Local Economic Development Program (PRODEL) began on November 30, 2007, in order to limit the spread of the narco-economy into Ecuador by offering higher-value economic opportunities for northern and southern border communities. PRODEL worked to generate permanent employment and increase incomes by strengthening value chains led by high-potential growth-oriented enterprises (“anchor firms”). PRODEL identified products with strong end markets as well as larger commercial enterprises that could serve as the bridge between producer organizations and microenterprises and national and international markets.

Using anchor firms as drivers, the PRODEL team strengthened the ability of micro, small and medium-sized businesses and the local business environment in which they operate to take advantage of domestic and export market opportunities. As a result, PRODEL helped integrate more Ecuadorians living along the border regions into the formal economy and increase income levels and standards of living among program beneficiaries. Equally important, the program has provided Ecuadorian government and development partners a model for promoting market-driven economic growth with poverty reduction.

Over the last five years PRODEL focused on building the capacity of the private sector to drive continual improvement in select value chains. PRODEL used the value chain model as the centerpiece of its intervention strategy. The value chain model links marginalized local producers with leading anchor firms, which contributes to more-inclusive business practices that stimulate the flow of goods to market. PRODEL also focused on improving the competitiveness of the firms by increasing productivity as well as the quality of production. This model is grounded in more equitable and transparent business practices that facilitate fairer prices and contracts. The program, which concluded in November 2012, focused on strengthening the following value chains: cacao, coffee, processed vegetables, processed fruits, grains and seafood through the following four major program areas:

- **Strengthening International and National Market Linkages:** PRODEL developed training modules and delivered training-of-trainers (TOT) workshops on “Doing Business in the U.S. and Canada” and “Promoting Fair Trade Best Practices” for PROECUADOR, the Institute for Promotion of Exports and Imports under the Ministry of Foreign Relations and Trade. PRODEL also collaborated with PROECUADOR and the Ministry of Tourism to develop joint activities to promote an Ecuadorian national brand as well as carry out international and domestic market analyses on cacao, chocolate and coffee. PRODEL also built the capacity of lead firms and PROECUADOR to promote and market their products at leading national and international trade fairs.
- **Increasing the Competitiveness of Lead Anchor Firms:** PRODEL worked to improve the business management capacity and business plans of new and existing anchor firms through targeted training and technical assistance. The program also supported lead firm competitiveness through co-financing from its Enterprise Development Fund to help new and existing anchor firms meet target market certification standards.
- **Strengthening Producer Groups:** PRODEL trained anchor firm field technicians to facilitate adoption of the Farmer Field School (FFS) methodology across all of its targeted value chains, expanded plant material propagation and disseminated technical assistance on proper plant protection techniques for PRODEL anchor firms and producer groups.
- **Fostering Access to and Availability of Financial Services:** PRODEL designed and delivered 151 financial literacy trainings to farmers that improved farm management and increased access to credit. PRODEL also conducted trainings and workshops in agricultural financing and micro factoring for financial institutions.

Results Summary

PRODEL published its results in a Spanish-language digital book that can be accessed online at: <http://es.scribd.com/doc/102939976/Resultados-de-la-gestion-del-Programa-de-Desarrollo-Economico-Local-PRODEL>

PRODEL helped accelerate economic development in Ecuador, generating permanent employment, increasing income and improving the quality of life of more than **22,000 families**, or approximately 110,000 people (average five people per family), in Ecuador’s border regions. By strengthening agricultural value chains through **38 anchor firms**, PRODEL helped create **17,909 new jobs**, increase family income by approximately **70%** and increase farmer group sales to anchor firms by **\$10,217,072**.

To increase productivity PRODEL worked with a team of field technicians applying the Farmer Field School (FFS) methodology to improve local crop management techniques planting more than **4 million seedlings** in collective nurseries and improving productivity on **29,998 hectares**. PRODEL surpassed all of its performance monitoring targets. To achieve these results, the PRODEL team developed quantitative selection tools to identify the most competitive value chains and the anchor firms with greatest potential for inclusion of smallholders in the border regions of Ecuador. As a result, PRODEL focused on increasing the competitiveness of the coffee, cocoa, processed fruits and vegetables, and seafood value chains.

Key Lessons Learned

- **The value chain model is important to local economic development planning:** The existing policy framework in Ecuador is favorable for local governments to adopt the value chain model as the basis for local economic development planning. The Ecuadorian Constitution (2008) requires that autonomous decentralized governments (ADGs) develop and approve their Territorial Development Plans. Many of these plans integrated the value chain model as their main methodology for local economic development, based on experience working with PRODEL at the local level.
- **Mutual benefits strengthen adoption of the value chain model:** The value chain model proved to be an effective framework for local economic development that fosters sustainable linkages and increases access to new technologies and market opportunities. This is evidenced by the fact that eighty-nine percent of the PRODEL anchor firms demonstrated ownership of the model by committing to continue their work with producers in the northern border regions after the project. Through more direct relationships with producer groups and investments in improving product quality, PRODEL anchor firms were able to upgrade through product differentiation and higher value market opportunities. In return, producers had access to improved market conditions for their products that provided incentives for smallholders to offer larger volumes while gaining greater negotiating power and further increasing household incomes.
- **Diversification of market channels lowers marketing risk:** Several PRODEL anchor firms benefitted from Ecuadorian government-sponsored food-aid programs to the point of depending heavily on the government to purchase their products. Unfortunately, the government cut many of the food programs, leaving some anchor firms, such as Cereales Andinos without buyers and unable to fulfill previously established agreements with suppliers. To avoid such market risk, especially with the more unpredictable public sector, it is important that firms diversify their sales channels.
- **Promoting traditional Andean crops:** The program realized promising results from investments in indigenous Andean crops, such as lupine beans (chocho) and Andean gooseberry (uvilla). By supporting producers and developing export market demand in these value chains, PRODEL has seen household incomes increase, especially in comparison with more conventional crops, such as corn, peas, barley, wheat and potatoes.
- **Trust and transparency is the key to value chain facilitation:** PRODEL's experience showed that establishing and adhering to a set of clear negotiation rules is an important element in facilitating effective value chain relationships. Promoting trust and transparency through facilitated negotiations and well developed contracts and MOUs contribute to a better understanding of the parties' needs, particularly in regards to quality requirements, pricing and payment terms. Through the value chain model, the PRODEL team aimed to facilitate vertical linkages, rooted in trust and transparency, between anchor firms and producer groups. PRODEL also worked with its anchor firms to develop and apply other strategies to cultivate healthy commercial relationships with their supplier networks by providing embedded services such as provision of pre-harvest buyer credit, eliminating intermediaries, establishing predetermined buying prices and investing in producer groups' technical capacities.
- **Strengthening relationships take time:** It takes a significant time investment to establish solid relationships between producer associations and anchor firms. Development partners should be aware of this challenge, but also of the unexpected benefits that can come from forming informal relationships. For example, in the establishment of new higher education courses, PRODEL generated important opportunities and spaces for the creation of such meaningful relationships between anchor firm and producer representatives who studied side by side.
- **Financial literacy training to improve strategic farm management:** One of the main challenges PRODEL and anchor firm field technicians faced was the resistance among producers, especially coffee and cacao farmers, to change their ideas about the role of their crops in their household economies, and to adopt new techniques that would eventually increase yields and income. For many of these producers, their crops represent a liquid savings account that they can access whenever they need. They are used to harvesting their crop to inject cash into the household economy, rather than reinvesting profits to optimize yields and income over the long term. This

contributes to a cycle of poverty among producers. To address these issues, PRODEL invested significant resources in training producers in basic financial concepts through financial literacy trainings in order to better manage their farms as a business.

- **Financial literacy training opened access to credit:** PRODEL's financial services component was able to achieve strong results by building a strong foundation to access financial services through its financial literacy training. This was evident by the fact that the 3,000 producers who completed the financial literacy training were able to access over two million dollars' worth of credit from formal financial institutions. These producers were able to achieve high rates of successful repayment through the acquisition of critical skills and knowledge gained through the financial literacy training.

3.10 STRIVE (*Afghanistan, Philippines, Liberia, Mozambique*) (September 2007 – March 2014)

The Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening (STRIVE) Program aims to demonstrate effective means of strengthening the well-being of highly vulnerable children, their households, and their communities. Under STRIVE, FHI 360 manages a multi-partner team of leading child-focused and economic strengthening organizations to implement and document replicable economic development approaches that demonstrably improve the wellbeing of vulnerable children. The three current country-based programs being implemented under STRIVE are:

- **STRIVE Philippines**, a value chain development project managed by **Action for Enterprise (AFE)**, that seeks to measure the effects of increased household income on children's health and education outcomes in poor coastal communities in the Philippines by applying a "lead firm" approach that is working through larger scale firms to create more sustainable economic opportunities for vulnerable producer groups and households;
- The **Liberia** Agriculture for Children's Empowerment (ACE) agricultural value chain project, managed by **ACDI/VOCA**, which aims to improve upgrading behaviors on smallholder farms and increase the value proposition of education and learning in communities; and
- **STRIVE Mozambique**, managed by **Save the Children**, which is exploring the links between increasing household income and social capital through villages savings and loans (VSLs) and rotating labor schemes and the effects on children's nutritional outcomes;

Highlights from Last Quarter

STRIVE assistance helped move the CPC Network's publication "Children and Economic Strengthening Programs: Current Learning on Maximizing Benefits and Minimizing Harm" forward. The joint CPC/STRIVE publication is expected to be ready for release next quarter.

STRIVE shared project learning through participation in the American Evaluation Association Annual Conference. Diana Rutherford presented on "Meeting the Needs of Vulnerable Populations: Insight Into Evaluation Methods and Providing Evidence for Policymaking." Drawing from mixed methods research with parents and children from seaweed farming and weaving families in the Philippines, the presentation focused on how evaluators can understand and interpret how children spend their time, especially when they are among the poorest of the poor. The material will also receive wider dissemination in the form of a guide to using a Participatory Rapid Appraisal (PRA) approach to measuring child time use.

FHI 360 fieldwork in Liberia, led by Diana Rutherford, identified changes that are expected to improve endline survey implementation and further identified several potential local firms who can provide enumeration. This will help address two key challenges from the baseline data gathering: survey complexity and enumerator quality. Key learning from the fieldwork included:

- There has been little spillover from treatment to comparison farmers in terms of uptake of new farming techniques. This is helpful for the purposes of maintaining research rigor, but ACE is reflecting on the implications of this finding for long-term change in project areas.
- Preliminary findings suggest that ACE has been successful in promoting improved farming practices and the practice of farming as a business among participating smallholders. Income has increased for participant households, largely due to increased yields and more favorable timing of sales, and the increased income is being put toward children's education. Food security has also improved in participating households.

ACE farmer Susannah Flomo operates a treadle pump. Photo credit: ACDI/VOCA



STRIVE signed a grant agreement with the SEEP Network to manage the Children, Youth, and Economic Strengthening (CYES) Network. The CYES Network will be relaunched on SEEP's website in the next quarter.

Agriculture for Children's Empowerment (ACE), Liberia—ACDI/VOCA

Agriculture for Children's Empowerment (ACE), managed by ACDI/VOCA, is developing the entrepreneurial mindsets and skill sets and linking Liberian farmers into profitable value chains with the goal of increasing income, improving nutrition, and reintegrating families by enabling caregivers to support their children. The project aims to: increase local production of key staple foods by strengthening the vegetable and rice value chains in Liberia's Bong and Nimba counties; and magnify impacts on child well-being by targeting communities with public information campaigns about children's nutrition and the value of education. To that end, activities focus on improving agricultural upgrading in targeted communities, integrating the value chain system and facilitation tactics to foster incentives and relationships that result in on-going upgrading. One way ACE does this is by strengthening the linkages between input providers and farmers, for example through crop trials for farmers.

Major achievements over the last quarter include:

Objective 1: Strengthening linkages between input providers and farmers:	<ul style="list-style-type: none"> • Two community-based radio stations (Radio Gbarnga and Saclepea) in Bong and Nimba respectively have signed an agreement with ACE to host radio programs for six months beginning January through June 2013. • A total of 132 farmers vegetable farmers (105 male, 27 female) bought inputs worth US\$2,982 from both input providers and the open market.
Objective 2: Increasing rice production	<ul style="list-style-type: none"> • 240 new rice farmers for LAC 23 production completed their rice harvest. • 24 farmers who were involved in NERICA 14 seed multiplication completed harvest and post-harvest handling. • Followed up on 52 indirect beneficiaries of LAC 23 and 2011 rice farmers completed their rice harvest.
Objective 3: Strengthening linkages between buyers and farmers	<ul style="list-style-type: none"> • 128 farmers (103 male, 25 female) sold assorted crops valued at US\$ 12,776 in Bong and Nimba and US\$ 4,529 in Montserrado. Of this, approximately 70% were local vegetables (bitter ball and pepper) and 30%

	<p>were high value vegetables and fruits (water melon, lettuce, cucumber, cabbage).</p> <ul style="list-style-type: none"> • The sales represent a 131% increase over the same period in 2011, due to farmers understanding of the concept of bulking, aggregation and price negotiations. • ACE facilitated five separate meetings in five communities with four regional members of the Liberian Marketing Association (LMA) to build confidence and trust with farmers.
Objective 4: Technical Assistance	<ul style="list-style-type: none"> • 27 farmers (23 male, 4 female) trained in Tomato production in Bong County through the Farmer to Farmer volunteer program. • 25 farmers (22 male, 3 female) participating in new varieties with tomato and chili with WIENCO in Montserrado County. • 434 extension visits conducted by field staff and cluster heads. • 87 farmers (63 male, 24 female) trained in bucket drip irrigation in Bong County by Farmer to Farmer volunteers. • 119 farmers (39 male, 80 female) participated in vegetable drying and preservation using solar dryers with a total volume of 1,355.7 Kg of dried assorted vegetables.

Key Learning

Solar Drying: The drying of about 1.3 metric tons of assorted vegetables by farmers using solar dryers has been a key learning for both farmers and field staff. The pilot was the first time farmers were able to dry such quantities of vegetables during the rainy season. The construction of six solar dryers has been well appreciated by farmers and other actors in the value chain which has created demand for more solar dryers. Even more farmers would have participated had these dryers been constructed early in May at the beginning of the surplus period instead of August at the end of the surplus period. The upcoming value chain stakeholder workshops will provide an opportunity to discuss how to best scale up the construction of solar dryers to meet the increased demand.

Agricultural Equipment Loans: Agricultural equipment lending for vegetable farmers in Liberia is relatively new. The negotiation between ACE and LEAD (a micro-finance institution) to incorporate ACE farmers into their scheme has been a great key learning. Farmers were willing to make an up-front payment of US\$ 300 towards the equipment loan to reduce the initial risk for the micro-finance institution. This shows farmers' willingness to invest in their production for up-grading. However, as the majority of the 20 farmer clusters were not able to make the initial down payment, ACE and LEAD will need to investigate further why this occurred. Certainly initial down payments were hampered by the holiday season, however, the expectations for farmers to self-finance fifty percent of the cost maybe too high and that future loans should be restructured to allow for greater inclusion. Finally, the introduction of a water pump in each of the three communities was very useful for vegetable production, but production was still ongoing when the floods came. Therefore, the key learning is that there is the need in future activity, to introduce the pumps early enough in November so that production activities will come to an end before the peak of the rainy season, to avoid flooding.

STRIVE Mozambique—Save the Children

The STRIVE Mozambique project is designed on the premise that village savings and loan (VSL) groups and rotating labor groups (called Ajuda Mútua, or AM) reduce food insecurity for households and thereby improve nutritional outcomes for children. The project will measure, evaluate, and document the impact of VSL groups on participating households, while comparing outcomes for households who participate in smaller Ajuda Mútua rotating labor groups and households that do not participate in either type of group. Through the project's experimental design, a new body of evidence will be generated to document the specific impact that VSL and Ajuda Mútua groups have on child nutritional status, household income, and social capital.



Jackson negotiates with farmer Martha Togba of Kpaytuo over the purchase of dried vegetables. Photo credit: ACDI/VOCA

In addition, Save the Children provided substantial support to FHI 360 staff conducting a qualitative study, **“Understanding reasons for participation and pathways to change in the STRIVE Mozambique project.”**

FHI 360 designed and implemented the study, with Dr. Aurelie Brunie as principal investigator. The purpose of the study is to understand 1) the factors linking participation to changes in food security and child nutritional outcomes, and 2) reasons for participation in VSLs. Dr. Brunie and Victoria Shelus, a research fellow at FHI 360, traveled to Mozambique to train data collectors and coordinate field work activities for the study.

The field work yielded 110 interviews, and thematic of coding these interviews was a substantial STRIVE time commitment at the end of the quarter, with both FHI 360 and Save the Children working to process the interviews for analysis. Work will continue into next quarter.

While Save the Children has primary responsibility for quantitative data analysis, FHI 360 made substantial contributions toward this analysis in the form of social capital measures and feedback to Save the Children.

Also during this period, STRIVE Mozambique focused on the preparations and implementation of key research and learning components, in coordination with FHI360 and local and international research consultants. The research components advanced during this period are summarized in the table below. The synthesis and summary documentation of the results will be completed in early 2013.

Research Component	Description	Focus Area(s)	Timeline	Current Status
1. Quantitative Analysis	The quantitative analysis used baseline and end line survey data for all three treatment arms (six districts) as well as the two quasi-control districts. It employs a fixed effects analysis on a propensity score weighted sample in an effort to adjust treatment group comparisons for potential confounding by factors related to program participation and treatment selection.	This analysis focused on identifying the effect of program participation on household and child nutritional outcomes and on intermediary variables (social capital and income).	This analysis began in October but data cleaning took a substantial and unexpected amount of time. It is near completion now.	A draft of the report is complete and revisions based on group feedback from FHI 360 and Save the Children are underway. No strong evidence of improvements in children's nutrition has been found. A final draft will be available in

				February.
2. Household tracer case studies	At the inception of the program, one household was selected in each program and quasi-control district to serve as a case study over time. These households were visited every six months throughout the life of the project.	Key interview themes included the impact and sustainability of VSL/AM groups and constraints to participation experienced by households. Information from previous interview rounds was also verified.	Households in all six program areas were visited for the last time in November.	These interviews have been completed and analysis across households and over time is underway. A final report will be available in February.
3. Focus groups	Focus groups probed areas related to program implementation, including perceptions and subjective opinions and perspectives of community members.	Focus areas for discussion included child nutrition, agricultural activities, income generation, gender, and social capital. Key findings from previously conducted focus groups were also cross-checked.	Focus groups were conducted throughout the life of the project with the final round held throughout program areas in November.	All focus groups have been completed and final analysis tying together themes over time and across districts is underway. A final report will be available in February.

Voice from the Field

Susannah Flomo, a 40-year old single mother, lives in Laworta, Kpiai District, Bong County, with her eight children (four boys and four girls). Susannah joined the ACE Project in March 2011 as a rice farmer and was later encouraged by field staff to get involved in vegetable production as a means of income generation to support her children.

During her time of vegetable production, linking with a buyer and maintaining a win-win relationship was a challenge. From that experience, Susannah began developing interest in buying and selling vegetables from both her cluster and community vegetable farmers. To get her started, she joined the community-based yearly informal micro-finance scheme (susu club) using her vegetable farm proceeds to pay her contribution to the Susu club. When she received her first yearly disbursement of an amount equivalent of US\$243, she began buying and selling vegetables. She was once quizzed by field staff about how she felt from being a vegetable farmer to a wholesale buyer, she had this to say:

"I thanked God for you (ACE) to come to us. The reason why I was not making vegetable farm, but only rice farm is that I never had the idea and the way some women buyers were buying the vegetable was not good which really discouraged me. But since you people (ACE) came, first giving us rice seeds to make rice farm and also teaching us how to make and take care of the vegetable garden really helped me. The reason why I decided to be buying and selling vegetable is that, there will come a time I will not have the strength (physical labor) to do the garden work, but for buying and selling, I can do it for long time. The farmers that I am buying from are my own people and I also buy from the other town. Even the idea you (ACE) bring is a great help for we the buyers and the farmers to use the plastic sheet (solar dryer) for the farmers to dry their pepper, bitter balls, okra and other things so that we can buy dry vegetable from them, that good thing for us."

4 Staffing

The staffing structure for the FIELD-Support LWA FHI 360 HQ staff (as of **December 31, 2012**) is presented below by the Projects they support:

Person	Title	Project(s)
Paul Bundick	FIELD-Support LWA Project Director	All
Don Henry	Technical Director	Leader/Iraq
Greg Guest	Principle Investigator	WLSME (Leader)
Jennifer Headley	Research Associate	WLSME (Leader)
Carrie Keju	Associate Award Project Director	ESAF, STRIVE
Jennine Carmichael	Program Officer	STRIVE, P3DP
Liz Layfield	Program Officer	P3DP, ESAF, STRIVE
Jacqueline Bass	Associate Award Project Director	LIFT
Laura Muzart	Program Officer	LIFT
Meaghan Murphy	Technical Specialist	LIFT
Clinton Sears	M&E Specialist	LIFT
Mandy Swann	Technical Specialist	LIFT
Cheryl Tam	Program Assistant	LIFT
Sarah Mattingly	Associate Award Technical Director	HIFIVE, LIFT

Person	Title	Project(s)
Kelly Keehan	Program Officer	HIFIVE, STRIVE, PAT (Leader)
Margaret Richards	Technical Specialist	PAT (Leader)
Diana Rutherford	Technical Specialist	STRIVE
Nussi Abdullah	Technical Manager	Leader
Obed Diener	Technical Specialist	Leader, STRIVE
Samantha Ackerson	Program Officer	Leader
Charles Hess	Program Officer	Leader, mSTAR, MMAP
Whitney Moret	Program Assistant	Leader
Eric Bolstad	Finance Director	mSTAR, La Idea, All
Elton Talka	Finance Manager	STRIVE, P3DP, Iraq
Mary Choong	Finance Manager	Leader, HIFIVE, LIFT, MMAP

5 Next Steps

- **New Associate Award Development:** Targeted outreach to USAID Missions and Operating Units and mobilization of prime funds for new Associate Awards development.
- **Existing Associate Award Management:** Continue oversight and management of existing Associate Awards to ensure best possible results and client satisfaction.
- **Leader Activities and Strategic Learning Initiatives (SLIs):** Continue to monitor and support pilot projects and SLIs. Oversee launch of WLSME Evaluation.
- **Knowledge Management:** Continue developing, reporting, and disseminating learning from Leader activities and AA, through FIELD Briefs, FIELD Reports, and events, etc. Annexes

Annex A: List of Current Leader Activities

(Current as of September 30, 2012)

	Pilot Activity	Implementing Partner(s)	Country	Period of Performance	Status	Award Value
A	Graduating the Poorest into Microfinance: Linking Safety Nets w/ Financial Services	IPA	Ethiopia	2/6/2009 – 8/31/2013	Open	\$598,670
	Based on the CGAP/Ford Foundation global initiative that combines safety net programs with entrepreneurial activities to develop a graduation model for the poorest households, Innovations for Poverty Action (IPA), in collaboration with USAID, the Consultative Group to Assist the Poor (CGAP), and the BRAC Development Institute, is testing a methodology for reaching the most vulnerable households in Ethiopia. Through FIELD-Support, IPA is conducting an assessment of the impact of the graduation model in Ethiopia. The assessment is designed to determine the social and economic impact on targeted households of the intervention, including changes in income, assets, school attendance of children, health and food security. In addition, the study will provide some evidence regarding the viability of “graduating” the ultra poor to food security, and potentially traditional microfinance.					
B	Value Chain Development for Very Poor Households	World Vision	Bangladesh India Kenya Haiti Afghanistan Sierra Leone Ethiopia Angola	3/1/2011 – 8/30/2013	Open	\$150,000
	For this activity, World Vision will develop a “Reaching Vulnerable Households through Value Chain Development Guide” which is designed to provide methodologies to improve the down reach of enterprise development programming using the value chain development approach. A particular focus of this approach is on strengthening informal and formal producer groups and facilitating market linkages with the private sector. Project objectives include having greater market engagement for very poor households through market development activities and to advance the state of value chain development tools for down reach to very poor households using an evidence-based approach through the development of a guide. The guide will include 8 case studies from a range of USAID- and non-USAID-funded programs.					
C	Learning Network for Housing IGP Recipients	SEEP Network	Ghana India Afghanistan	12/31/2011 – 8/30/2013	Open	\$125,171
	USAID awarded three new Implementation Grant Programs (IGPs) to promote housing microfinance for poor households. As a part of the program, the grantees are testing different models of financing and assisting housing improvements and micro-mortgages. The objective of these IGPs is to allow grantees to develop and implement viable business models and roll out products to a greater number of clients, and to document and share their learning with the program and the industry. Such approaches aim to support improved standards of living as well as asset creation for poor households, while being commercially viable for microfinance institutions. The three grantees are: 1- Opportunity International, Ghana					

- 2- Habitat for Humanity - India, and
- 3- Aga Khan Agency for Microfinance – Afghanistan

The Housing IGP Learning Network, facilitated by SEEP, ensures high quality outcomes with respect to the learning processes of grantees along with the creation of highly relevant learning products for wide scale dissemination. The learning network advances the learning agenda for the Housing MF IGP network and the industry at large. SEEP is providing direct learning support to the three IGP grantees to derive knowledge from their project implementation experiences.

List of Strategic Learning Initiatives (SLIs)

(Current as of September 30, 2012)

	Partner	SLI Title	Activity Budget
A	AFE	Facilitation Working Group Phase II	\$144,571
	This SLI is for a continuation of the FIELD Facilitation Working Group, an initiative to capture and share the knowledge of FIELD LWA consortium members on effective facilitation in enterprise development, particular in the context of dealing with lead firms. This will allow us to build on the results to date, pursue the continuation of further cycles with the working group (including how working with Lead Firms can have a systemic impact on value chains), conduct a conference entitled “Working With Lead Firms” next year (tentatively planned for May 2010) and put together a publication to share our work with the wider development community.		
B	CARE	Capacity Building Concept for CARE Staff on Implementation of Value Chain Programs	\$192,698
	CARE proposes to use its SLI funds, in collaboration with current partners MEDA, to develop a mentoring system for CARE staff in market facilitation. The system will enable CARE to develop a process for internal staff development, leveraging field staff experienced in the approach to mentor CARE colleagues. By the initiative’s end, CARE will have a cadre of experienced mentors, equipped with a system and tools that enable them to take the market development approach to scale within CARE. The larger industry will also benefit from this initiative, as CARE and MEDA will document the approach undertaken and the resources developed and share these out through a case study of our experience. We will also closely coordinate on this effort with the other New Partners in Value Chain Development grantees, sharing our experiences and as applicable presenting our findings at different conferences and other events.		

Annex B: List of Current Associate Awards

	Implementing Partner(s)	Countries of Implementation	Period of Performance	Award Value
1	Expanded and Sustained Access to Financial Services (ESAF)			
	FHI 360, The William Davidson Institute (WDI), Shorebank International (SBI), Save the Children, CARE, CHF International	West Bank/Gaza	9/2008 – 12/2012	\$36,299,966
	The Expanded and Sustained Access to Financial Services program (ESAF) supports USAID in its efforts to build a more inclusive financial sector that increases the sustainable access to financial services for Palestinian households and MSMEs. Through a variety of interventions, ESAF will address identified weaknesses in the financial system at the consumer, institution, and enabling and regulatory environment level input.			
2	Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET)			
	FHI 360, ACDI/VOCA, AFE	Sub-Saharan Africa	10/2009 – 5/2013	\$1,300,000
	FACET will help USAID Sub-Saharan Africa Missions to improve competitiveness and productivity across the agriculture sub-sectors through the use of information and communication technologies. FACET is designed to provide expert technical support to USAID missions and their implementing partners. The project will develop analytical tools and provide technical support to assist development practitioners in the field on how to design and employ various kinds of ICT to upgrade agricultural value chains being supported by mission programs. The project will also establish a learning network to share results, detail what works, what doesn't and how to improve ICT applications in value chain development.			
3	Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE)			
	FHI 360, World Council of Credit Unions (WOCCU), TechnoServe	Haiti	7/2009 – 5/2012	\$37,169,702
	HIFIVE is a financial sector service project designed to encourage a dynamic Haitian economy by increasing the availability of financial products and services to its people and to its enterprises. A catalyst and a facilitator, HIFIVE will work primarily on the supply side of the financial sector to empower Haitians by providing access to innovative financial products and services with a focus on rural areas, targeting high potential value chains, encouraging Diaspora investments, supporting the use of technology while maximizing synergies with other USAID projects.			
4	Livelihood and Food Security Technical Assistance (LIFT)			
	FHI 360, CARE, SAVE	Sub-Saharan Africa	9/2009 – 9/2014	\$4,135,862
	LIFT is five-year project provides rapid technical support, in close collaboration with PEPFAR USG collaborating agencies, on the integration of food/nutritional security and livelihoods strengthening with HIV/AIDS interventions in order to sustainably improve the economic circumstances of highly vulnerable children and the families and communities that care for them.			
5	Latin American Idea Partnership (La Idea)			
	FHI 360, Accion USA Network	Latin America	10/2012 – 9/2015	\$999,120
	La Idea is a platform that connects entrepreneurs within the Latin American diaspora to each other and to resources that will help them cultivate and grow innovative businesses and startups that will generate employment and economic growth throughout the Americas. La Idea is comprised of three core activities: Bilingual, customized networking and business advising events across the U.S.; a pitch competition promoting partnerships between entrepreneurs in the United States and Latin America; and an online platform providing free, easy-to-access materials, and connections to local			

	and regional organizations.			
6	Mobile Money Accelerator Program (MMAP)			
	FHI 360	Malawi	10/2012 – 9/2014	\$3,000,000
	The Mobile Money Accelerator Program (MMAP) is a two-year associate award that seeks to increase mobile money adoption in Malawi and enhance product development through collaborative, targeted interventions that demonstrate the advantages of mobile money.			
7	Mobile Solutions Technical Assistance and Research (mSTAR)			
	FHI 360, various	Global	10/2012 – 9/2017	\$30,000,000 (ceiling)
	mSTAR is a broad, flexible, and responsive program designed to foster the rapid adoption and scale-up of mobile money, mobile access, and mobile data, in developing countries. Managed by FHI 360 and implemented together with a consortium of approximately 20 other leading economic development and ICT4D organizations, mSTAR provides: technical assistance to USAID and its implementing partners; funding to accelerate promising mobile solutions; strategic partnerships to optimize sustainability; and an action-oriented research and knowledge management agenda.			
8	Public-Private Partnerships Development Program (P3DP)			
	FHI 360, WDI	Ukraine	9/2010 – 9/2015	\$12,500,000
	The goal of the Public-Private Partnership (PPP) Development Program for Ukraine is to promote the use of public-private partnerships, with an expanded role of private sector finance and operational expertise in public infrastructure development, to improve infrastructure and public services in both urban and rural areas. The program is promoting the use of public-private partnerships through: 1) undertaking necessary legal and institutional reforms; 2) establishing a national public-private partnership unit to serve as a bridge between government and private sector interests; 3) undertaking a capacity building and stakeholder communications program; and 4) creating a project development facility to build and finance a sustainable pipeline of PPP projects.			
9	Ecuador Local Business Development (PRODEL)			
	ACDI/VOCA, CARE, FHI 360	Ecuador	11/2007 – 11/2012	\$16,093,000
	PRODEL promotes the competitiveness of Ecuadorian enterprises along the southern and northern borders and create licit employment opportunities. The overall objective of PRODEL is to increase income and employment for families along the southern and northern borders by supporting the expansion of private enterprises that will rapidly generate income and employment.			
10	Supporting Transformation by Reducing Insecurity & Vulnerability with Economic Strengthening (STRIVE)			
	CARE, SAVE, World Vision, MEDA, AFE, IRIS, ACDI/VOCA, DTS	Philippines Afghanistan Mozambique Liberia	9/2007 - 3/2014	\$15,935,785
	Through the STRIVE program for the benefit of Orphans and Vulnerable Children (OVC), FHI 360 is working to demonstrate an effective means to strengthen the economic circumstances of highly vulnerable children and the families and communities that care for them. To achieve this, FHI 360 works in close collaboration with the Displaced Children and Orphans Fund (DCOF) and a team of leading child-focused organizations and economic strengthening (ES) organizations to partner on producing a replicable methodology for economic development that demonstrably benefits vulnerable children.			